The Infrastructure Institute

# Annual Report

UNIVERSITY OF TORONTO | Infrastructure Institute

SCHOOL OF CITIES

# Director’s Letter

Over the past year, the Infrastructure Institute focused on strengthening the role that infrastructure plays in supporting more inclusive, resilient, and effective cities. As urban challenges continue to evolve, so too has the demand for bold, inclusive infrastructure solutions that strengthen communities and enhance resilience throughout the Greater Toronto Area and beyond.

Our small but skilled team expanded its capacity to deliver applied research, training, advisory, and engagement programs. These efforts were all aimed at advancing tangible projects that support public purpose infrastructure and community well-being. This year, our Accelerator program grew significantly, delivering robust support to early-stage community real estate and infrastructure projects. We also introduced new shared learning opportunities like the Accelerator Showcase and Design Jam, fostering collaboration and innovation among practitioners.

Building on past partnerships, we continued our work with United Way Greater Toronto, Toronto Alliance to End Homelessness, the Community Housing Transformation Centre, and the City of Toronto. In particular, our research and advisory efforts contributed to planning and policy developments around human services infrastructure, transit-oriented communities, and community housing. The release of Missed Connections exemplifies this integrated approach by addressing how transit investments can better connect people to essential community services through coordinated infrastructure planning.

This year’s collaborations and research initiatives highlight the ongoing importance of evidence-based guidance during the critical early stages of infrastructure development. We are proud to see our work helping to shape more equitable and resilient urban futures.

Finally, we continued to engage a broad audience, expanding the reach of our programs and sharing insights at conferences and public forums. The Infrastructure Institute team and I are pleased to present our fourth annual report and look forward to advancing innovative infrastructure and city-building solutions alongside both new and established partners in the years ahead. The challenges facing cities are significant, but so too is the capacity for thoughtful, collaborative infrastructure work to contribute to more equitable and resilient cities.

**Matti Siemiatycki**
**Director, Infrastructure Institute**
**School of Cities, University of Toronto**

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# Annual Highlights

## Training

**2** Programs /Cohorts

↓

Groundwork

**& THE NEWLY LAUNCHED**

SPRE National Accelerator

**30**
Participating Organizations

**16**
Webinars & Workshops

## Advisory

**2** Projects / Initiatives

**CITY OF TORONTO HOUSING SECRETARIAT:** COMMUNITY HOUSING PRE-DEVELOPMENT FUND (CHPF) WRAP-AROUND SUPPORTS

**GROUNDWORK INITIATIVES SUPPORTS:** ACCELERATOR COHORT

## Research

**3** Publications

*Completed*

**CITY OF TORONTO TRANSPORTATION SERVICES:** MISSED CONNECTIONS

*In Progress*

**UNITED WAY GREATER TORONTO:** COMMUNITY HUBS AND HUMAN SERVICES PLANNING

**CANADIAN URBAN INSTITUTE, SCHOOL OF CITIES:** TRANSIT-ORIENTED DEVELOPMENT (TOD) ON MAIN

## Reach

**111** Media Engagements
ACROSS MAINSTREAM MEDIA

**1390** New subscribers
ACROSS SOCIAL MEDIA CHANNELS

**18k** New website users & **102k** Website engagements

views from over **126** countries

## Engagement

**120** Accelerator Showcase
GUESTS FROM CROSS-SECTOR PARTNERS

Design Jam
**28** PARTICIPANTS & **16** PARTNER ORGANIZATIONS CO-DESIGNED THE NATIONAL ACCELERATOR CURRICULUM

**4** Conferences

**5** Podcast episodes

**1** Exhibition with **120** visitors

**1041** PODCAST DOWNLOADS FROM **17** COUNTRIES

# Mission

The Infrastructure Institute was founded in late 2021 through the expansion of the Creative Mixed-Use (CMU) Initiative at the School of Cities, which promoted cross-sectoral partnerships for mixed-use developments to benefit communities, informed by research on case studies in the Greater Toronto Area. Our work lies at the intersection of real estate, urban development, land use policy, and transportation planning.

# Vision

As a training, advisory, and interdisciplinary research hub at the University of Toronto's School of Cities, we aim to be innovative and responsive in our work, with the overall goal of building local and global expertise in planning for social infrastructure, decision-making, and delivery. We convene stakeholders across sectors through advisory work, research, training, and public engagement with the mission of testing solutions for urban challenges that lead to meaningful density for vibrant and sustainable cities.

We seek to refine collaboration between public, private, and the not-for-profit sectors and become Canada's hub for infrastructure training and interdisciplinary knowledge.

# Guiding Principles

## Listen first, create together

We convene our partners, clients, and program attendees from various sectors to succeed in building more resilient cities and communities.

## Evidence-based intervention

We develop urban solutions based on critical thinking and a deep foundation of research, open-minded to promising new ideas and technologies.

## Building communities up

We strive for impact in our local communities by supporting city-building activities where all voices are heard, particularly traditionally excluded groups.

## Sharing knowledge

We seek to share best practices and resources in an accessible manner to ensure the practical application of valuable knowledge and learnings.

# Team

The Infrastructure Institute is a team of talented and dynamic individuals who bring their hard work and unique perspectives to each project we execute. We are passionate city-builders who combine interdisciplinary research and engagement into practice. Our talented team comprises academics, researchers, designers and urban practitioners.

**Matti Siemiatycki**
Director

**Sarah Chan**
Planning & Design Lead

**Raisa Masud**
Project Lead

**Phat Le**
Architectural Designer

**Alexandra Lambropoulos**
Urban Planner

**Eva Hellreich**
Communications Officer

**Luisa Duarte Milani**
Project Assistant

**Tait Gamble**
Project Assistant

**Honourary Mentions:** The Infrastructure Institute acknowledges the work of **Daniel Lam** as an architectural designer on the “Transit-Oriented Development (TOD) on Main” project, and **Shelby Lee** for her instrumental support in developing the Infrastructure Institute’s brand identity and communication channels as the founding communications staff.

# Strategic Priorities

All four of our strategic priorities have made significant progress. This section provides a summary of the achievements we made in 2025, in addition to the future outlook for the year ahead.

### Advisory

Provide planning, design, and directional supports for non-profits, government bodies, and others

### Research

Conduct and explore research for infrastructure leaders and practitioners

### Training

Empower urban leaders and organizations in their delivery of social purpose real estate or infrastructure

### Engagement

Convene practitioners, policy makers and community organizations towards shared city-building goals

# Advisory & Research

Our work this year reflects a dual commitment: sustaining the momentum of our core multi-year projects and driving meaningful change through a fresh set of collaborative ventures.

### Completed

- City of Toronto Transportation Services: Missed Connections
- City of Toronto Housing Secretariat: Community Housing Pre-Development Fund (CHPF) Wrap-Around Supports
- Groundwork Initiatives Supports: Accelerator Cohort

### In Progress

- United Way Greater Toronto: Community Hubs and Human Services Planning
- Canadian Urban Institute, School of Cities: Transit-Oriented Development (TOD) on Main

800M

# City of Toronto Transportation Services: **Missed Connections**

This report investigates the state of transportation equity in Toronto through an exploration of the city's infrastructure development history. While Toronto avoided the worst of the urban expressway displacement seen elsewhere in North America, significant disparities in transportation access remain, particularly in peripheral neighbourhoods with large low-income populations and communities of colour.

Our team conducted extensive archival research covering 60 years (1954–2010s) to understand how equity shaped decision-making. Focusing on three case studies - Flemingdon Park, Malvern, and Eglinton West - we traced how fiscal conservatism, the stigmatization of density, and political strife led to a pattern of "omission," where promised transit projects were delayed or denied, leaving communities behind.

The findings reveal that Toronto's transportation inequities have arisen primarily from inaction rather than the commission of overtly harmful projects. The report concludes with policy recommendations to help the City ensure that future infrastructure development prioritizes the needs of those who have historically been underserved.

**Strategic Priority: Research**

May 2024 - Feb 2025

**250+**

*Archival documents reviewed*

**120+**

*News articles analyzed*

*Read report here*

In partnership with:

mitacs

# City of Toronto Housing Secretariat: **Community Housing Pre-Development Fund (CHPF) Wrap-Around Supports**

In partnership with the Toronto Alliance to End Homelessness (TAEH), we were procured to provide critical "wrap-around" supports for the City's new $15 million Community Housing Pre-Development Fund (CHPF). Recognizing that many non-profits face barriers in navigating complex pre-development requirements, our team developed a comprehensive resource roadmap and hosted 19 office hour sessions to demystify the application process. This engagement built the capacity of 17 unique community groups, helping them refine their proposals and secure necessary land access agreements; ultimately, 13 organizations were awarded funding totalling $16.9 million to advance affordable housing projects across the city.

**Strategic Priority: Advisory**

February 2025

**14**

*Unique community groups supported*

**19**

*Office hour sessions held*

**2**

*Supported groups awarded funding*

In partnership with:

TORONTO ALLIANCE to END HOMELESSNESS

# Groundwork Initiative: **Accelerator**

Through the Groundwork Initiative, we delivered design and planning expertise to our largest cohort yet - eleven mission-driven organizations navigating the complexities of pre-development. Our team provided advisory services ranging from massing studies to feasibility analyses. This support allowed participants to assess and improve the viability of their concepts, helping to create projects ready for partnership and funding.

*Organizations supported with tailored services:*

**Centre for Immigrant and Community Services, GTA**
Social purpose housing & health centre

**Community Living York South, Richmond Hill**
Community Hub repurposing head office

**Evangel Hall Mission, Toronto**
Affordable housing & community space

**Maama Watali, Ottawa**
22 transitional housing units & sanctuary renovation

**Maarifa Empowerment Initiative (Rhema), Brampton**
125 units for newcomers

**Malton Neighbourhood Services, Mississauga**
Multi-service community hub & transitional housing

**Suranjali Canada, Toronto**
Community centre for arts, culture, and wellness

**Strategic Priority: Advisory**

Jan 2025 - June 2025

**7**

*Organizations supported with design and planning expertise*

Essential
Spaces
Real (Estate) Solutions
Community Needs
What role does a
place play in giving
people a second
chance?
St Leonard's Place Peel, Brampton
hub
9
Findings

# United Way Greater Toronto: **Community Hubs and Human Services Planning**

This past year, we significantly advanced our research on community real estate (CRE). Building on the 2024 Essential Spaces report, we expanded our original dataset to include more than 340 additional agencies and 1,000 new locations. The broadened scope also included an updated equity index to more accurately high-need areas in the GTA. Ultimately, our work confirmed key trends in CRE space challenges while providing a granular picture of the region's critical service infrastructure.

Moving forward, **we have entered a multi-year partnership with United Way Greater Toronto (UWGT).** This collaboration focuses on developing long-term policy frameworks for resilient Human Services Planning. Our work will involve new primary research on the diverse spaces and environments in which agencies operate, producing deliverables designed to guide future space planning and strategic investments in community real estate.

**Strategic Priority: Research**

October 2024 - Present

**340+**

*Archival documents reviewed*

**1000+**

*News articles analyzed*

*Interactive map updated here*

67
OPEN

# Canadian Urban Institute, School of Cities: **Transit-Oriented Development (TOD) on Main**

In partnership with the **Canadian Urban Institute (CUI) and the School of Cities (SoC)**, our team joined the second phase of the *Remaking Main Streets* initiative to explore the future of transit-oriented development (TOD) in Canada. We led the concept design for five case studies selected to capture the diverse environments in which major transit stations exist across the country - ranging from high-density urban hubs and employment lands to stable neighbourhoods. Informed by robust Environics Analytics (EA) data, we modeled two distinct futures for each site: 1) a "current trajectory" based on development trends; and, 2) an "optimized" scenario that visualizes place-specific strategies for building complete, equitable communities.

Our design work serves as the foundation for a wider multi-disciplinary collaboration within the School of Cities. While our team focused on the built form, partner teams are simultaneously assessing transportation accessibility, embodied carbon, displacement risks, and fiscal impacts. Together, these distinct analytical lenses will inform a comprehensive policy framework to ensure that major transit investments deliver not just density, but vibrant neighbourhoods representative of transit station areas found across the nation. The work will be published later in 2026.

**Strategic Priority: Research**

Jan 2025 - Present

**10**

***Design concepts developed***

In partnership with:

Canadian Urban Institute / Institut Urbain du Canada

SCHOOL OF CITIES

# Engagement

Over the past year, we took part in numerous exhibitions, events, and conferences. Our dedication remains strong in sharing our knowledge broadly to drive actionable solutions for urban challenges.

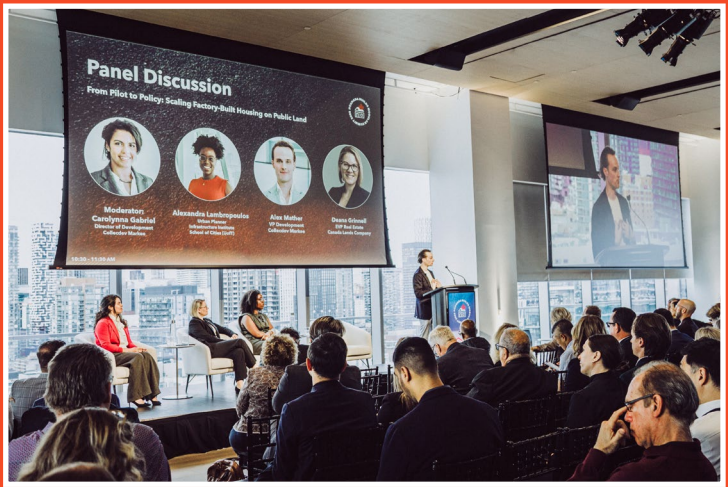
## Exhibitions

- Accelerator Showcase: 120 guests from cross-sector partners
- Design Jam: 28 participants and 16 partner organizations co-designed the National Accelerator curriculum
- Webinars and Workshops: 16
    - SPRE Accelerator Cohort 4: 11 sessions (11 organizations)
    - National Accelerator: 4 sessions (30 organizations) + 1 workshop

## Conferences

- September 17, 2025: FutureBUILDS XP (Toronto, ON)
- September 18, 2025: OPPI Conference (Kitchener, ON)
- October 16, 2025: RICS Conference (Toronto, ON)
- October 23, 2025: Canada Builds Modular Summit (Toronto, ON)

*Canada Builds Modular Summit*




*Canada Builds Modular Summit*

*FutureBUILDS XP*

*Accelerator Showcase*

# Training

The past year continued the successes of the Institute's Groundwork training programming while expanding its reach and effectiveness by expanding the program nationally.

The Groundwork initiative brings together a dynamic network of partners with a comprehensive suite of capacity-building programs, aimed at accelerating the pre-development phase for mission-driven organizations seeking to create or invest in their own spaces. The initiative offers a full-spectrum of support, including the six-session Organizational Readiness program and the six-month Accelerator program, which guide organizations through project conceptualization and feasibility assessment in the early stages of development.

To learn more about our training offerings, please visit our webpage here.

*Groundwork is proudly presented in partnership with United Way Greater Toronto and The Housing Transformation Centre.*

## Programs

- Groundwork Accelerator Program
- SPRE National Accelerator

## Programming in progress

- SPRE National Organizational Readiness Program
- SPRE Video Training Series, presented in partnership with The Housing Transformation Centre

Suranjali Canada
Toronto
Rose Land Care Association
London
Maama Watali
Ottawa

# Groundwork Initiatives

# Groundwork

In 2025, the Infrastructure Institute's Groundwork Initiative continued to advance an integrated ecosystem of partners and a structured suite of capacity-building programs aimed at accelerating the pre-development of social purpose real estate (SPRE) projects. The Initiative supported mission-driven organizations seeking to invest in and develop community-centred spaces through coordinated networking, targeted training, mentorship, and access to professional expertise. Collectively, these efforts contributed to strengthening organizational readiness and enabling the delivery of much-needed housing, services, and social infrastructure in Canadian cities.

United Way partnered with the Infrastructure Institute at the University of Toronto's School of Cities to support a range of activities designed to expand opportunities for SPRE. This collaboration included co-convening the SPRE Reference Group and supporting the Groundwork program series through a fourth cohort, which focused on network-building and capacity development across the sector.

In partnership with: United Way Greater Toronto

**Strategic Priority: Training**

Jan 2025 - June 2025

Groundwork Cohort 4 participating organizations include:

**Centre for Immigrant and Community Services,** Toronto and York Region, ON)

**Community Living York South,** Richmond Hill, ON

**Evangel Hall Mission,** Toronto, ON

**Maama Watali,** Ottawa, ON

**My Neighbourhood Services (formerly Malton Neighbourhood Services),** Mississauga, ON

**North York Arts,** North York, ON

**ROSE, A Land Care Association,** London, ON

**Seniors on Second Residences,** Cornwall, ON

**StepStones for Youth,** Toronto, ON

**Suranjali Canada,** Toronto, ON

**Yorkgate Settlement Care Center & Maarifa Empowerment Initiative,** Brampton, ON

Learn more about the participating organizations on our website.

Mentorship is a critical component of organizational and project success, particularly during the pre-development stage. We are grateful for the sector leaders who contributed their time and expertise as mentors to Groundwork Cohort 4 participants, providing informed guidance during a phase of project development characterized by elevated risk and uncertainty.

Groundwork Cohort 4 Mentors:

**Ajeev Bhatia,** Board Chair, People Design Co-op

**Cherry Tang,** MIT Center for Real Estate

**Joana Filgueiras,** YBI Consulting

**Kathy Vassilakos,** United Way Perth-Huron

**Kendra Fry,** Curator of Community, Creative Collisions

**Sean Galbraith,** Sean Galbraith & Associates, Inc.

**Rev. Keenan**, United Church of Canada

**Siva Vimalachandran,** Managing Principal, 6 Degrees Consulting

## What “success” means

**Participant descriptions of what success meant to them in their SPRE project and Accelerator experience**

“I think the most meaningful would be the connections that are facilitated through the program with other organizations and mentors. I would like to see it advance to building confidence and tools, and partnerships to take meaningful next steps.”

– Blue Door, York Region

Cohort 1 participant

“[Success means] having more knowledge and peace of mind for someone like me who's never done this type of development work before.”

– Centre for Immigrant and Community Services, Toronto

Cohort 4 participant

“We're on the pathway to doing this [SPRE project] is the big success to me.
As a charitable organization, we don't have a huge amount of money to be able to make big mistakes. A big part of this [success] is being very measured as you move along and to always be aware of risk, especially financial risk.”

– Christie Refugee Welcome Centre, Toronto

Cohort 1 participant

"I think successful means not making bad decisions at this point for [us].”

– Matthew House Toronto

Cohort 3 participant

“Success to me is anytime something was mentioned in one of the sessions that triggered something in my brain to...follow up and make sure we are looking into that. There was lots of little insights about potential pitfalls, common mistakes that occur for this sort of project. When those pieces of information are being shared, it's helpful to be able to go back to my team and [ask] are we considering this?”

– StepStones for Youth, Toronto

Cohort 4 participant

“Success for us is that we're able to take the next step confidently and start the ideations, start the community consult and get through the three stages and three phases of our approach... We’ve broken it down with the help of our mentor. Success is for us to be able to see those three phases through.”

– Community Living York South, Southern York Region

Cohort 4 participant

“Even though we don't have a specific project, when I think about success with this program it really comes down to me being comfortable and confident with what I've learned.
Mostly it's about me taking what I pick up and using it in my real projects at my organization. I've learned a lot of things that I'm able to put into practice.”

– Co-op Housing Federation of Toronto

Cohort 3 participant

# Cathexis Report

In 2025, the Infrastructure Institute commissioned Cathexis Consulting to conduct an independent evaluation of the Groundwork Initiative's Accelerator Program to better understand program performance, participant experience, and contribution to advancing social purpose real estate (SPRE) capacity. The evaluation was undertaken to complement the Institute's internal monitoring practices and to provide evidence-informed insights that could enlighten future programmatic and strategic decisions.

The evaluation, completed in October 2025, drew on semi-structured interviews with 19 participants representing four cohorts of the Accelerator Program and associated mentors. Through this qualitative inquiry, Cathexis identified key themes related to program design, mentorship, participant value and impact, and organizational readiness for SPRE development. Overall, findings indicated that the program's structured curriculum, practical content, and facilitated mentorship were highly valued, contributing to strengthened confidence, enhanced organizational capacity, and improved project concretization among participating organizations. The evaluation also documented challenges and opportunities for refinement, including considerations around accessibility, peer learning, and tailored supports.

For a full account of the methodology, findings, and recommendations, please read the Groundwork Evaluation Final Report, available on our website.

**Strategic Priority: Training**

October 2025

## Design Jam Participants

**Antigonish Affordable Housing Society**

**Lu'ma Development Management**

**Government of Prince Edward Island, Department of Housing, Land, and Communities**

**Catalyst Community Developments Society**

**SPRE TERRA**

**University of British Columbia – Faculty of Law**

**Manitoba Non-Profit Housing Association**

**Creative Collisions**

**Healthy Aging Alberta, United Way of Calgary and Area**

**Community Housing Transformation Centre**

**Government of Alberta**

**Robin's Appleby**

**Aboriginal Housing Management Association**

**Lichen Consulting**

**Everbloom Homes**

**Dalhousie University**

**VPCH**

**Shared Ground: Leveraging Social Purpose Infrastructure for Affordable Housing *(Research Initiative of 5468796 Architecture, Relèven, and Scatliff + Miller + Murray)***

**Canadian Housing and Renewal Association**

# **Design Jam:** Curriculum Development and Community Consultation

In June 2025, the Infrastructure Institute convened affordable housing providers, sector experts, and public-sector representatives from across Canada to inform the design of the SPRE National Accelerator curriculum. This national “Design Jam” grounded the program in regional policy contexts and on-the-ground development realities.

Participating organizations identified key challenges facing affordable housing development in their respective regions; highlighted significant planning and housing policy changes shaping project feasibility; shared tools and resources of value to non-profits; and recommended subject-matter experts to contribute to program delivery. The resulting curriculum reflects the needs of both urban and rural projects across diverse provincial contexts, while addressing shared constraints related to organizational capacity and funding complexities.

**Strategic Priority: Training**

June 2025

Collaborators
Sponsors
ORGANIZATIONAL READINESS PROGRAM
ACCELERATOR PROGRAM
Participant Programs
Mentors
Service Providers

# The SPRE National Accelerator

In October 2025, the Infrastructure Institute launched the Social Purpose Real Estate (SPRE) National Accelerator, a pan-Canadian capacity-building initiative delivered in partnership with the Community Housing Transformation Centre (CHTC) and United Way Greater Toronto. The SPRE National Accelerator builds on the Institute's Ontario-based Groundwork program, which has supported more than 40 mission-driven organizations since its launch in 2022.

The SPRE National Accelerator responds to growing demand from non-profit and charitable organizations across Canada seeking to develop community-centred real estate projects within increasingly complex policy, financing, and development environments. By extending the Groundwork model nationally, the program addresses regional diversity in housing policy frameworks while strengthening sector-wide development capacity.

**Strategic Priority: Training**

October 2025 - Present

**21**

*Municipalities Served*

**7**

*Provinces Engaged (ON, NS, SK, MB, BC, NL, AB)*

In partnership with:

Community Housing Transformation Centre
Centre de transformation du logement communautaire

United Way Greater Toronto

**Program Design and Delivery**

The SPRE National Accelerator is a free, six-month intensive program that provides structured learning, peer networking, and professional guidance to mission-driven organizations in the pre-development phase of a real estate project. Participants enter the program with a confirmed site, partnerships, and/or preliminary funding in place. Prior real estate development experience is not required.

The program emphasizes applied learning and decision-making, supporting participants to advance projects toward key next steps by engaging funders, investors, professional advisors, and government partners. Program components include facilitated workshops, expert-led sessions, mentorship, and cohort-based peer learning.

**Partners, Collaborators, and Mentors**

While curriculum leadership rests with the Infrastructure Institute, the depth and quality of the SPRE National Accelerator is made possible through collaboration with sector partners, educators, and practitioners who contribute workshops, mentorship, and applied expertise. The program also recognizes participants as experts in their own contexts and values the horizontal learning and peer mentorship that emerge within each cohort.

**Workshop Facilitators (October - December 2025):**

Kelly Lin, Terra SPRE (BC)

Scott Dutchak, Catalyst Community Developments

Julie Fader, SHS

Myra Pennington, Map Your Property and Affordable360

**Program Reach and Impact**

Since 2022, the Infrastructure Institute has delivered five cohorts of the Social Purpose Real Estate Accelerator, supporting 72 mission-driven organizations from 21 municipalities across seven provinces. These organizations are advancing projects that respond to local housing and community infrastructure needs.

The current cohort of the SPRE National Accelerator includes 31 non-profit organizations. Collectively, these organizations are pursuing projects that, if realized, would contribute approximately 1,695 housing units across 28 buildings, alongside complementary community uses.

# The SPRE National Accelerator Participants

## 30 Organizations across Canada

**Alberta**
- artsPlace (Canadian Mountain Arts Foundation O/A artsPlace)
- Lethbridge Family Services

**British Columbia**
- Downtown Eastside Community Land Trust Association
- Fusion Rise Inc.
- Kamloops Film Society
- Threshold Housing Society
- Vancouver Island Visual Arts Society

**Manitoba**
- Eden Residential Care Services
- U Multicultural Inc.

**Newfoundland and Labrador**
- Connections for Seniors
- Mi'kmaw Cultural Foundation Incorporated
- YWCA St. John's

**Nova Scotia**
- A Roof Over Your Head
- Antigonish Affordable Housing Society
- Community First: Guysborough County Housing Association
- Festival Antigonish Summer Theatre (FAST)
- YMCA of Cumberland

**Ontario**
- 360Kids Support Services
- DEEN Support Services
- Leamington Mennonite Home
- Little Jamaica Community Land Trust
- Owen Sound Housing Company Limited
- Reception House Waterloo Region
- Safe House and Service Hub for Survivors of Sex Trafficking in York Region
- Sherbourne Health
- The Working Centre in partnership with Arise Architects Co-operative
- Total Communication Environment
- United for Literacy
- Yonge Street Mission

**Saskatchewan**
- Saskatoon Open Door Society

# The SPRE National Accelerator Participants

30 Organizations across Canada

sherbourne HEALTH

artsPlace
Where community meets creativity

LITTLE JAMAICA
COMMUNITY LAND TRUST

KAMLOOPS FILM SOCIETY

FESTIVAL ANTIGONISH
SUMMER THEATRE
ARTISTIC DIRECTOR ANDREA BOYD
MANAGING DIRECTOR CALEB MARSHALL

Community First
Guysborough County Housing Association

DTES CLT
DOWNTOWN EASTSIDE COMMUNITY LAND TRUST

Reception House
Waterloo Region

EST. 1899
United for Literacy
Littératie Ensemble

eden health care
services

YSM
YONGE STREET MISSION

The Working Centre

360° kids
Surrounding kids in crisis with care

Lethbridge Family Services
Since 1910

LEAMINGTON
Mennonite Home

Arise Architects Co-Operative

Saskatoon Open Door Society

MULTICULTURAL

YWCA
ST. JOHN'S

Cumberland
Shine On

A ROOF OVER YOUR HEAD
ANTIGONISH & CO • GUYSBOROUGH CO

FUSION RISE
Empowering Communities, Building Futures

THRESHOLD
HOUSING SOCIETY

TCE
Total Communication Environment

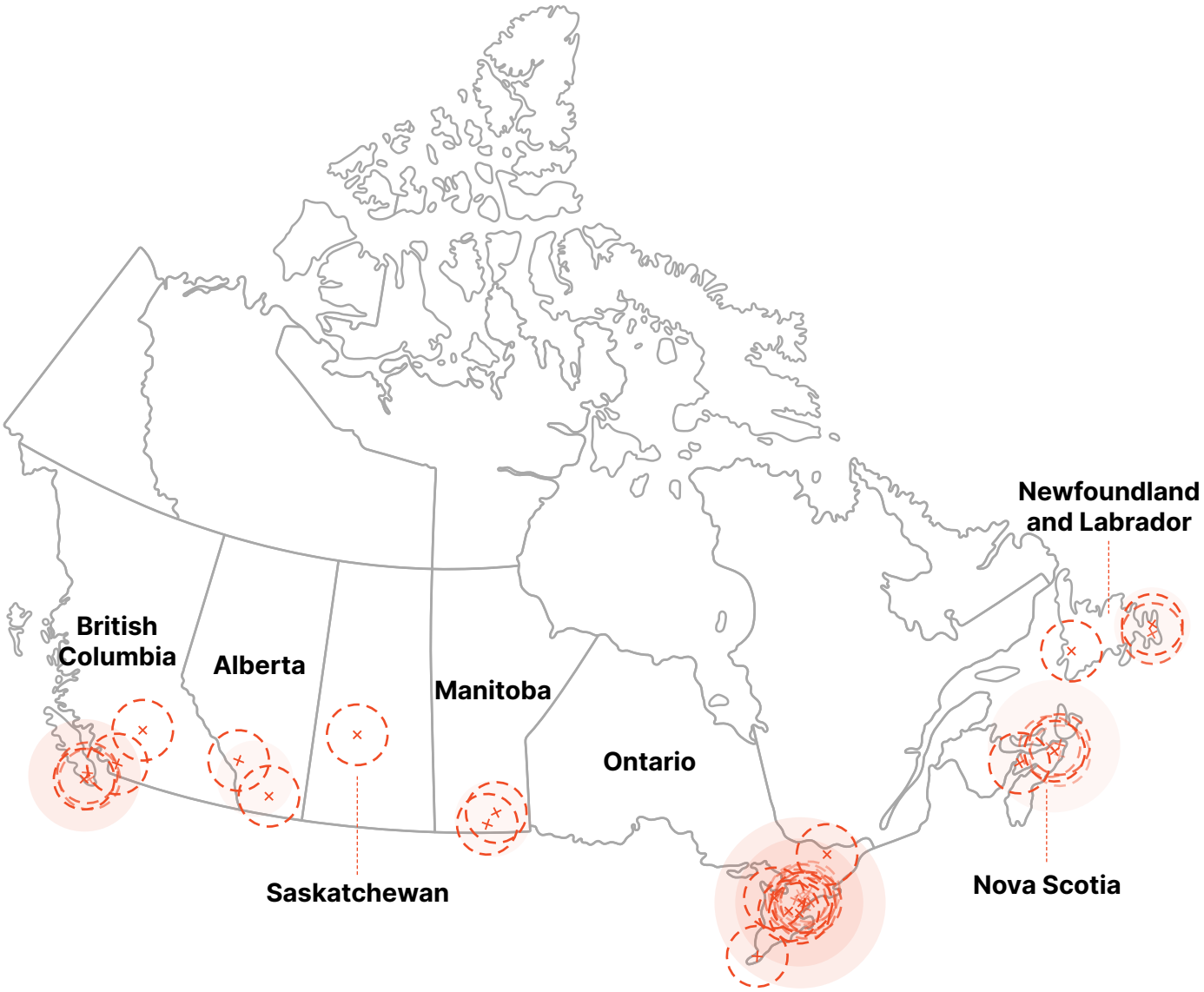
Antigonish Affordable Housing Society

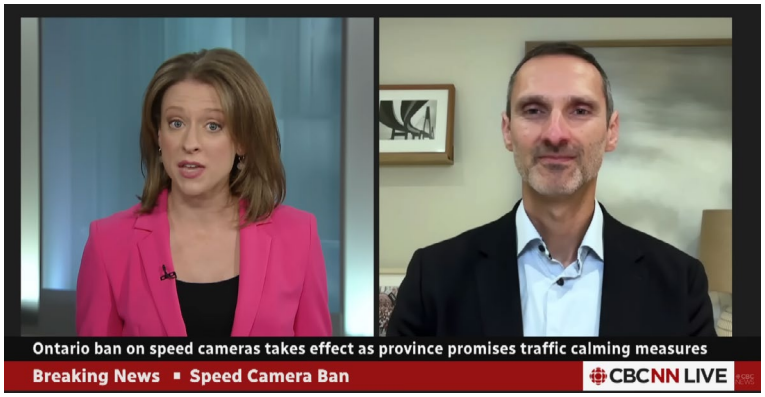
Connections for Seniors

DEEN
SUPPORT SERVICES
LEADING CULTURAL & SPIRITUAL ACCESSIBILITY

MI'KMAW CULTURAL FOUNDATION

VANCOUVER ISLAND VISUAL ARTS SOCIETY


British Columbia
Alberta
Saskatchewan
Manitoba
Ontario
Newfoundland and Labrador
Nova Scotia




GTA

**New York City congestion toll sees 43,000 fewer cars per day in Manhattan. Would a similar charge help Toronto traffic?**

One week into implementation, total traffic in the tolling zone dropped by 7.5 per cent compared to the equivalent period last year, Metropolitan Transportation Authority officials said.

# Media & News

This year, our media presence expanded with meaningful features across TV, radio, and print outlets, amplifying our message to diverse audiences. We also launched the **Good for Cities podcast**, releasing 5 episodes that delve deeply into urban sustainability topics, with more episodes planned for the year ahead.

**Canadian transit projects, mired in delays and cost overruns, force a rethink on what's gone wrong**

Political micromanagement and public-private partnerships each play a role in ill-fated projects that planners are now using as cautionary tales

**"People are fed up": How congestion pricing could save Toronto from its hellish traffic**

New York has started charging divers who are getting behind the wheel at peak hours, and its streets already generate less road rage. Could the same be true in our traffic jam of a city?

BY COURTNEY SHEA | JANUARY 16, 2025

Listen to this article

Toronto

## This is where Toronto is planning major construction work in 2025

By Joshua Freeman

Published: January 03, 2025 at 6:15AM EST

## How can Toronto get back on track?

MATTI SIEMIATYCKI

SPECIAL TO THE GLOBE AND MAIL

PUBLISHED JANUARY 3, 2025

## Where were Toronto drivers most likely to get a parking ticket last year?

University of Toronto geography and planning professor Matti Siemiatycki on 10 locations in Toronto that accounted for more than 30K parking tickets last year.

September 29, 2025 at 7:16PM EDT

CTV NEWS · NEWSTALK 1010 · CBC news · TORONTO STAR · THE GLOBE AND MAIL · NIAGARA FALLS REVIEW · CP24 · CityNews · tvo · THE CANADIAN PRESS · Global NEWS · MONTREAL GAZETTE · HAMILTON THE SPECTATOR · BT breakfast television · NOVÆ RES URBIS

> There were areas where lower-income or racialized communities lived that were not being served by transit, and that happened over and over and over again throughout our history.
>
> - Matti Siematycki

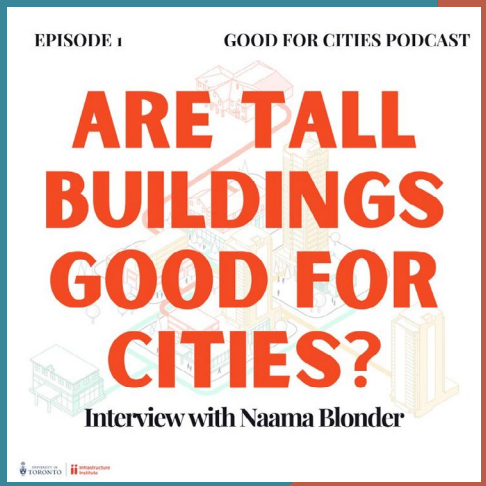
# **Good For Cities?**
# An Infrastructure Institute Podcast

October 2025 - Present

This year, the Infrastructure Institute launched **Good for Cities,** a podcast hosted by Director Matti Siemiatycki that critically examines the interventions shaping urban life. Across five insightful episodes, the series challenged conventional wisdom on city-building, asking the essential question: are these trends actually improving our communities?

Featuring conversations with leading urbanists, the season tackled contentious topics ranging from the data behind "bikelash" and the livability of high-rise density, to the role of beauty in transit development. We also addressed the deepening affordable housing crisis and the shifting dynamics of international aid in the Global South. By bridging the gap between academic research, policy, and public perception, Good for Cities invites listeners to rethink the forces transforming our urban landscapes.

Get the latest episodes by subscribing to our newsletter and following us on Apple Music, Spotify, and Podbean,



Featured Guests **Naama Blonder, Alex Bozikovic, Shoshanna Saxe, Brian Doucet, and Astrid N.Haas**

# Online Engagement

This past year, we continued growing our online presence, expanding our community of learners and collaborators while deepening engagement through resource distribution and online learning through webinars and our newly launched blog.

Many of our key metrics continue to increase, including an increase of 31k visits to our website from 126 countries.

**1390**
*New followers across digital platforms*

**102k**
*Website visits*

**126**
*Countries reached across all platforms*

**1170**
*Newsletter subscribers*

# Growing Networks

We have sustained ongoing relationships with clients, partners, and program participants, with the objective of cultivating a cross-sectoral network to advance more equitable real estate development.

Collaborative engagement and the dissemination of best practices are essential for the effective implementation of solutions addressing the complex urban infrastructure challenges confronting cities across Canada and internationally. We are excited to further expand the SPRE Accelerator, scaling the national curriculum, produce a SPRE video training series, and continue to strengthen cross-sector partnerships to reach more organizations, serve more communities, and unlock new solutions for Canada's infrastructure challenges.

**Thank you to all our partners, collaborators, and supporters. Together, we are building the foundation for a stronger, more inclusive future.**

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